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Moskovskiy Bol'shevik, No 208, 1949.

BLASTS POOR ORGANIZATION  
OF PRODUCTION

There must be a radical improvement in the organization of production so that capacity is fully utilized. Some plants are operating at one half or one third of capacity. In a recent inspection of the "Krasny Proletariy" Machine Tool Plant 115 machines were found to be idle for various reasons, chiefly organizational. In the Moscow motorcycle plant dozens of machines in machine shops are idle the first half of every month because of a lack of billets and forgings.

A large part of the capacity at the disposal of factories is not used only because the ministries, main administrations, and directors do not concern themselves sufficiently with the organization of production and fail to coordinate the work of individual enterprises and of different parts of the same enterprise.

One of the most serious organizational problems of industry still to be solved is the problem of industrial collaboration. Even now Moscow plants are ordering forgings from plants in the Urals and in the city of Gor'kiy and are obtaining ball bearings in Kuyshev. At the same time plants in Moscow and Moscow Oblast fully capable of filling these orders are working at less than capacity. Similarly the Main Administration for Distributing Electric Power of the Ministry of Electrical Industry USSR is supplying the AT-1 Plant in Moscow with cable from the enterprises of Tomsk, Khar'kov, and Kuyshev.

The Ministry of Heavy Machine Building compels the Moscow "Krasnyy Metalist" Plant to bring iron castings from Kaluga and Ryazan oblasts and forgings from Uralmash, when these items could perfectly well be made by Moscow enterprises.

Contrary to the instructions of the Party and the government, the ministries are still organizing the cooperation of enterprises according to the agency they come under rather than according to geographical proximity. This harms industry by lengthening the period of deliveries, making them more expensive, and forcing enterprises to keep capital tied up in stocks.

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Internal planning of production within plants is also far from satisfactory. There are many plants (Machine-Tool Plant imeni Ordzhonikidze, the woodworking-machine plants "Krasnyy Fakel" and imeni Malenkov, the Bolshevskiy Machine-Building Plant, the Grinding Machine Plant, and others) in which the shops do not work according to plan, violate the schedule for producing parts, and then make an all-out effort at the end of the month.

In the Moscow Motorcycle Plant, for example, the main shops are 15-20 percent behind schedule the first half of each month, and then have a special drive the last 10 days, when they work without a day off. The same thing takes place in almost all the machine-tool plants and enterprises of the Ministry of Heavy Machine Building.

The most common reason for nonadherence to the production schedule is the failure to coordinate the production and supply plans of enterprises. The supply sections usually work without a schedule and are not concerned with the dates the materials needed by the shops are delivered but rather with getting as much materials as possible to the warehouses by the end of the month. Hence, many plants have not been able to accelerate the turnover of working capital. For example, in the first 6 months of this year, only seven Moscow plants of the Ministry of Machine and Instrument Building accelerated the turnover of working capital, while 18 decelerated it.

Not only must the operations of each section of an enterprise be planned, but serious attention must also be given to organizing day-to-day regulation of the course of production as a whole. There are still numerous factories where the expeditor's office is either nonexistent or functions only formally.

In order that an enterprise may work at an even pace, each shop expeditor and chief expeditor must have exact day-to-day figures on the progress of production, supply, and warehouse stocks. Exact accounting of all elements which influence production must be taken.

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